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DCI/IC

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13 August 1973

MEMORANDUM FOR: Members of IRAC

SUBJECT: Management Objectives

1. I have provided the President with a set of objectives for the intelligence community, and I am prepared to be measured by my progress in achieving them. I am also in the process of establishing substantive objectives for FY 1974 for the elements of the community represented by USIB.

2. As a parallel measure for the resource management field, I believe that it will be useful, if we, as a body, and as the links to the management of individual programs, set management objectives for this fiscal year. These objectives, which are general in this listing, should be made specific and serve as important guides to our actions. The extent of our success in achieving them should be measurable at the end of the year. We should be able to evaluate our performance as resource managers, at least in part, by measuring our accomplishments against our objectives. We should also be able to determine the reasons for inadequate performance and to decide on the actions needed to improve our performance.

3. Attached is a set of management objectives, which I propose as priority tasks for the IRAC, or, as appropriate, for the program managers. I shall expect quarterly reporting through IRAC. To assure the necessary follow-up, I would expect your views on implementing steps by 17 September, and the preparation of an implementing plan by the IRAC Working Group by 17 October.

4. Please send me your comments or concurrence by 23 August.

W. E. Colby

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National Foreign Intelligence Program  
Management Objectives for FY 1974

A. Tasks to be done with IRAC coordination and Program Manager implementation:

1. Develop analytic systems to evaluate the comparative contributions and costs of individual collection, processing and production programs and projects to the satisfaction of national foreign intelligence objectives.
2. Develop an overall R&D strategy, coordinated through the R&D Council, to identify technological gaps and resource deficiencies, eliminate unnecessary duplication of effort, and ensure, as needed, the ready transfer of technology across program and organizational boundaries.
3. Seek more efficient compartmentation procedures, reduce the proliferation of compartmentation, and achieve what cost reduction is possible, without damaging the essential requirements of security.
4. Monitor expenditures periodically throughout FY 1974 and be prepared to adjust expenditures if that becomes necessary.
5. Develop a program of resource-related studies to guide management for the current and future program years; topics of key interest include manpower requirements and utilization and programs requiring large investments.

B. Tasks for which ASD(I) has the primary responsibility:

1. Identify and eliminate unnecessary overlap or duplication between activities primarily serving national requirements and those primarily serving tactical requirements.
2. Establish contingency plans for manpower reductions for FY 1974-78 within the Department of Defense intelligence programs and assess the impact of such reductions on intelligence capabilities and on personnel policies.
3. Increase the utility and efficiency of the Community On-Line Intelligence Exchange System (COINS) through such measures as a planned sequence of funding<sup>and</sup> the acquisition of

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equipment compatible with the overall system, the introduction of a broader selection of accessible files, and the initiation of a broader program to explain its value to potential users.

C. Tasks for which the Program Managers have the primary responsibility:

1. In the course of the day-to-day management and annual program and review processes, undertake an examination of the base program in such a manner so as to identify both resource and substantive needs, prioritize these needs against objectives, and actively report progress on the following:

a. the development and use of evaluation and audit procedures which will identify for program and budget decisions the current and proposed balance between fixed investment and support activities and the output value of the activities being supported;

b. provide and initiate proposals for improved intra- and inter-agency sharing of logistics, training, communications, data processing, and administrative capabilities;

c. develop and report on career management objectives; and

d. develop criteria for productivity measurement and specific plans for enhancement of productivity and application of management and operating efficiencies.

2. Management resources in such a way as to provide continuing reprogramming flexibility and identification of reductions which can be made to permit refocus of workloads and desirable increases.

3. Review the assignment of overseas manpower and its relationship to the support structure involved.

4. Promote research and development techniques and programs which will allow increased use of technical systems, remote control techniques, etc., which will permit manpower savings.

5. Increase the efficiency of intelligence production, while meeting the essential needs of consumers, through such measures as discontinuance of marginal products, the consolidation of related products, the reduction of duplication and redundancy among products, and the adjustment of the publication schedules of periodicals.

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